

## Challenge-Hindrances Stressors and Psychological Well-Being: Moderating Role of Citizenship Pressure and Mediating Role of Citizenship Fatigue

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**Abstract:** The literature on organizational citizenship has generally focused on the positive sides of this behaviour; however recently researchers have started taking interest in the different types of reactions employees give to organizational citizenship behaviour. Citizenship pressure and citizenship fatigue have been identified as possible reactions of citizenship behaviour which can affect an individual's tendency towards citizenship behaviour and the future occurrence of such behaviour. The main aim of this study was to focus on challenge-induced stress and the role of citizenship pressure with citizenship concern. Also, the authors looked at the mediating effect of citizenship status and citizenship fatigue on these findings. This sample was created by drawing on the experiences of 158 managers and supervisors from two large distribution firms, as well as two smaller ones to deduce stepwise and conditional indirect results. The study demonstrated that there is a link between the concept of citizenship fatigue and the resulting high levels of stress, as well as other influencing factors, and the pressure of citizenship and the influence of such stress have a role in moderating. Researchers have outlined a few limitations as well as areas of future research.

**Keywords:** Challenge-hindrances stressors, Psychological well-being, Citizenship pressure, Citizenship fatigue

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### INTRODUCTION

Two-stressor theory has recently taken on great significance. Stress is thought of as a threat to learning and growth, but is also regarded as an obstacle; a demand that slows your progress in one way or stops you from moving forward because you perceive it as a demand that will hold you back. Stress may take the form of anxiety, exhaustion, and depression. According to the individual's definition of stress, those that enjoy work-related challenges are likelier to see them as opportunity than those that believe in one's capability can have a positive impact. People today do not want to do more than their assigned tasks. Workplace stress encompasses numerous different pressures, including increased workload and time pressure. At the same time, employees see these factors as crucial for their progression. As far as pressure goes, stressors go, hurdle stressors impede one's ability to learn and to succeed. There are many such things that fall into the category of the inclusion criteria, including politics in the organisation, role uncertainty, and ambiguity of a job. Everyone has both positive and negative sources of stress to contend with at work.

### Definition of study variables

Stress and challenge, on the job, rather than making it a barrier, may actually help psychological well-being. To conduct a meta-analysis, a stressor and strain analysis, there is a framework for working with meta stressors and performance link can be developed. But prior studies using this framework failed to distinguish between global burnout, as well as well as differing levels of such factors, used the terms burnout' and strain. Other than just because they are people who are emotionally burnt out, any kind of stress can lead to psychological issues, such as increased stress and depression levels. Though, previously, a lot of effort has been put into this. One of the mental problems often found among creative people is

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that the more things they attempt to produce, the less enthusiastic they become about projects. There had previously been research done on the connection between burnout and fatigue. Creative phrasalcoms: Construct citizenship has its source in efforts to develop a better understanding of the concept of one's service to others. The development of compassion fatigue is noted to be closely linked to being highly empathetic and providing care for others. By definition, citizenship fatigue is both a state of being weary or edgy, as well as a mindset that identifies excessive commitment and participation in service activities. When employees are regularly exposed to adversity, they can become jaded, and when this happens, they become overwhelmed with stress, they fall into citizenship fatigue. Creative statement: It has a positive relationship with challenge and stressors at the same time. When employees are feeling burned out by citizenship and being given no support by their supervisors, stress causes depression and anxiety. People experiencing high levels of citizenship-induced stress have low well-being. There's nothing we've ever seen on this relationship that has changed and nothing like it has ever been done before. Researchers have long understood that psychological challenges mediate the link between task-resistance stressors and well-being.

Activist concerns and activist fatigue are possible causes of citizenship behaviour modification. the main aim of this study was to focus on challenge-induced stress and the role of citizenship pressure with citizenship concern Also, the authors looked at the mediating effect of citizenship status and citizenship fatigue on these findings.

## **THEORY AND HYPOTHESIS**

### **Challenge-hindrances stressors, psychological well being, citizenship pressure and fatigue**

Some stressors should be associated with a high expectation (since it could motivate) and a desire to succeed (the possibility of obtaining valued rewards after meeting the demand). Furthermore, it is possible that stimulating stress may spark strong feelings (e.g., such as eagerness and excitement) and encourage an active problem solving approach (e.g., planning and increasing effort) (Flinchbaugh, Luth, & Li, 2015; Sengphet, Hui, & Phong, 2019).

It is common for hindrances to generate a lowering of motivation, but obstacle stresses are associated with low motivation. Mainly, they tend to make you feel the lowness and mildness of contentment. Creative quote: No amount of effort will allow you to overcome the hindrance and if it is, then success isn't.

**H1:** There is a positive relationship between challenge stressors and psychological well being.

**H2:** There is a positive relationship between hindrance stressors and psychological well-being.

Results may be inconsistent because "good" stress exists as well as "bad" stress. According to one such research, they found two main stressors inducers: Besides job requirements, this list includes demands that are specific and less routine, such as high workload, a great deal of time pressure, heavy workload, and a significant degree of responsibility. These various issues were described as hurdles because managers viewed them as things to get past in order to learn and attain. Also included were concerns about creativity, red tape, politics, and ambiguity. They're called "hurry stressors" because they make manager's tasks obstruct growth and achievement.

Challenges were positively associated with job satisfaction and negatively associated with job search, but sources of hindrance were associated with both challenges and job frustration. With the expectation theory in mind, it is possible to classify stressors and measure their impact on outcomes.

They saw in the study of Cooper (2013) that people regard stressful situations as an impending challenge or a stepping stone towards more control, personal growth, or as well as well as a future growth. This distinction is akin to the distinction Cavanaugh, Boswell, Roehling, and Boudreau (2000) established, using threats and challenges to name the stressors. The results of these experiments show how first appraisal emotions are directly linked to stressors that they focus on.

Positive-negotiate stressors, because they have the capacity to create personal growth, for all three because they have the potential to bring about emotions of either acceptance or problem-solving (e.g., increasing effort). fear and avoidantagonists, as being negative influences on personal growth and having

a non-harmful potential (e.g., withdrawing from the situation, rationalizing).

**H3:** Citizenship fatigue mediates the challenge stressors.

**H4:** Citizenship fatigue mediates the hindrance stressors.

In summary, the term "citizenship fatigue" refers to people growing tired or tired of participating in civic events. Other studies suggested that the relationship between demonstrations of citizenship and work stress in the conservation of resources may be impacted by aspects such as logical coworkers, well-connected leaders, and their weight as co-involuntary support. CB does not contend that citizenship fatigue is predictable; rather, resources are diminished whenever they are used to achieve something, whether for success or failure.

Stress is believed to be reduced when people have coping resources available (Hobfoll, 2002; ul Islam & Chughtai, 2019). Additionally, resources improve employees' job capability (Bakker, Demerouti, De Boer, & Schaufeli, 2003). Resources may be part of the work they do, but resources are not required to complete the task (Bakker et al., 2003; Pimonratanakan & Pooripakdee, 2017).

**H5:** Citizenship fatigue mediates the psychological well-being.

We have identified citizenship fatigue, which we define as an employees' propensity to overcommit, as the root cause of OCB. "Citizenship fatigue is an emotion as well as a belief that pushes the person beyond their limits," Citizenship fatigue is rooted in the willingness to engage in relatively short-term initiatives to help an organisation in various situations; while empathy-based compassion is rooted in a desire to aid people in distress. Thus, where individuals feel exhausted because of feelings such as sadness and helplessness, they also may exhibit citizenship stress due to being unsatisfied with their roles.

There is a noticeable similarity between citizenship stress and role-related stress, but there are many distinctions as well. In other words, it feels as if one's job is stressful as well as stressful things are likely to happen in one's work environment (Hunter & Thatcher, 2007; Moos, Brennan, Fondacaro, & Moos, 1990). Stretching, describe an individuals' assumptions that they feel overwhelmed by their workload, that they have more work to do than they have time for, and that their work load is enormous (Bolino & Turnley, 2005; Schaubroeck, Cotton, & Jennings, 1989). According to Kelly, both stress and roles show that people feel that their resources are spread too thin in some way, which influences their performance in a job. However, citizenship and overall stress can impair employees' ability to perform their jobs (Cooper, 2013).

To sum it up, citizenship has an effect on psychological well-being because it alleviates stress, but doesn't provide an escape from it.

**H6:** Citizenship fatigue mediates the relationship between challenge stressors and psychological well being.

Bandura describes this concept as self-efficacy, which is derived from his (via the cognitive model) to one's belief in one's capability and one's ability to cope with the environment (Measuring someone's self efficacy in terms of their opinion of their ability to deal with work demands is a common practise in our work environment) (Bandura, 2010). Those with high self-efficacy are more inclined to act when facing challenging times at work and have larger responsibilities (Jex, Bliese, Buzzell, & Primeau, 2001). The belief that one has the ability to control one's own life is closely linked to psychological and physical well-being. On the other hand, self-efficacy tends to reduce stress and has been found to exert a wide range of effects on overall health, such as lowering blood pressure and cardiovascular disease. Lower levels of self-efficacy is associated with work satisfaction, and moderate stress on the job appears to be associated with better well-being (Jex et al., 2001; Stetz, Stetz, & Bliese, 2006). It has been found that higher self-efficacy is associated with increased job satisfaction and lower turnover among nursing staff (Zellars, Tepper, & Duffy, 2002).

We contend that, as a preliminary hypothesis, that challenge has a positive impact on people's well-being in terms of self-esteem. In order to gain a sense of self-esteem, there is always a danger of defying expectations, as one's definition of success may be challenged. One can see an expert at work

when they excel at mastering challenges (e.g., goal attainment; (Grebner, Elfering, & Semmer, 2010)); it demonstrates one's knowledge and skills and can be a source of pride. Mastering challenges therefore satisfies the motive of a positive self- image, which is seen as a basic human motive by many authors (Epstein, 1998; Semmer et al., 2015). Confirming one's self-esteem should, therefore, be an important aspect of the gains that challenge stressors offer (Lazarus, 1991). It follows that self-esteem could be regarded as an outcome variable that reflects the meaning of challenge especially well. Because self-esteem is an important part of one's overall well-being (Warr, 2007), it should, in turn, be associated with other, more general, indicators of well-being.

**H7:** Citizenship fatigue mediates the relationship between hindrance stressors and psychological well being.

In this theory, stress impedes a person's psychological well-being. people commonly describe hindrance as bad stress and this encourages them to feel unappreciated and overtaxed and consequently to develop psychological stress because they've had their limits reached their capacity.

Individual characteristics may influence employees perception and reaction to job stress (Cooper, 2013). The present study examined the moderating effect of life stage, defined by age (Bakker et al., 2003). The rationale is that when employees move through their life over time, they experience unique situations, focuses, roles, and responsibilities (Bakker et al., 2003; M. M. Baltes & Carstensen, 1996; D. J. Levinson, 1986; Super, 1980). For instance, S. E. Levinson (1986) life-stagemodelproposed that people may pursue specific goals, embrace different values, involve themselves in unique activities, and accomplish different tasks in different stages. The selection optimization compensation theory (M. M. Baltes & Carstensen, 1996; B. B. Baltes & Dickson, 2001) emphasized that successful aging depends on the interplay of selection, optimization, and compensation. Older individuals can be more selective about what to achieve, how to invest resources, and prioritize particular gains above others. This study followed Bakker et al. (2003) life-stage model. Like other models M. M. Baltes and Carstensen (1996), this model highlights the need to study the influences of job stressors in the context of different life stages. Specifically, employees at different life stages are exposed to unique demands and resources. Younger employees report high demands and insufficient resources; and older employees generally report average demands and high resources. Accordingly, hypothesis development related to job stressors may benefit from a life-stage view, because age is related not only to the perception of different job stressors but also to different ways to deal with them.

The value of the tripartite conceptualization of burnout is that it clearly places the individual stress experience within the social context of the workplace and involves the persons conception of both self and others (Leiter & Maslach, 2005). Emotional exhaustion represents the basic individual strain dimension of burnout; it refers to feelings of being overextended and depleted of ones emotional and physical resources.

Therefore, it shows that citizenship fatigue mediates the relationship between hindrance stressors and psychological well-being.

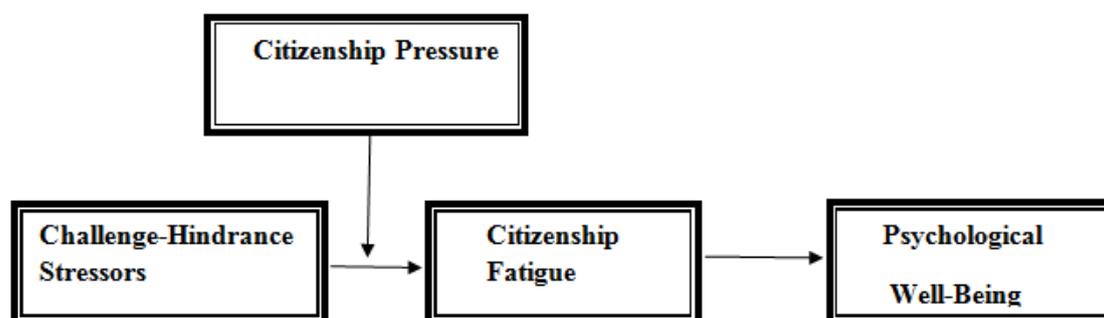


Figure 1. Sample

## SAMPLE AND PROCEDURE

Study's sample is comprised of 7 Organizations speaking to 156 representatives working in various areas in Multan, Kabirwala, Karachi and Lahore in Pakistan. The respondents were utilized in organizations that worked in the accompanying regions as a few respondents are from banks, manufacturing, pharmaceuticals and construction companies. Generally speaking, 80% of the respondents were male and 20% were females. Besides, most of the respondents had worked with somewhere around one association. Pakistan is a collectivistic culture with solid religious impact on all parts of life. Working conditions in Pakistan are kind of hectic and the employees are exposed to the stressors regularly. These are the challenge hindrance stressors to which they are being exposed and when the employees take challenge hindrance stressors as opportunity, it has a positive effect on their psychological well being and when the employees take it as a threat it leads to citizenship fatigue and then effect the psychological well being of employees. As in Pakistan office timings are usually 9 to 5, so having an understanding of busy routine of employees we preferred using questionnaires because we had to collect data from around 156 respondents who could tell us their point of views regarding effects challenge hindrance stressors, citizenship fatigue, citizenship pressure on psychological well being on themselves.

We basically chose to target employees from respective fields because they tend to have stressed working conditions and routines. We controlled the scales in English, which is reliable with the methodology embraced by past investigations in Pakistan. Access to the respondents was increased through proficient contacts of the author. We distributed the questionnaires to the organizations and then they returned us after 15 days around the time span of 2 weeks. We worked on other aspects while we received the finding. We collected the data in one go. Respondents were mostly managers, officers and supervisors. There was no pressure from authors side on the respondents; they were free to put across their opinions and point of views. There was four parts of questionnaires, there were questions asked about each variable. The independent variable was Challenge-hindrance stressor, dependent variable was psychological well being, the mediator was citizenship fatigue and moderator was citizenship pressure. We have used likert scales and ordinal scales. Respondents answered the way they wanted. It was totally unbiased. We distributed 200 questionnaires and we received around 180. Some of them were rejected because they did not fill the questionnaires according to the standards of it. Meanwhile we took care of their secrecy and we kept their data and information confidential. We did not disclose their personal information.

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## MEASUREMENTS

The Table 1 shows the mean and standard deviations of the variable and demographic characteristics too.

Table 1: Descriptive statistics

	Mean	Std. Deviation
1 Gender	1.14	0.480
2 Age	3.14	0.504
3 Title	2.87	0.663
4 Challenge Hindrance Stressors	1.34	0.590
5 Citizenship Fatigue	4.0932	0.79307
6 Citizenship Pressure	4.1497	1.18452
7 Psychological well being	4.1497	1.1920

Table 2: Correlation

	1	2	3	4	5	6
1 Gender						
2 Age	-0.219	1				
3 Psychological well being	0.050	.296*	(0.706)			
4 Citizenship Fatigue	-0.029	.324*	.570**	(0.723)		
5 Citizenship Pressure	0.013	0.198	.446**	.705**	(0.712)	
6 Challenge Hindrance Stressors	0.112	0.120	.406**	.656**	.670**	(0.736)

\*. Correlation is significant at the 0.05 level (2-tailed).

\*\*. Correlation is significant at the 0.01 level (2-tailed).

Note: Parenthesis values are Reliabilities

Table 3: Mediation Analysis

	B	t	Sig.
(Constant)	1.571	3.346	0.002
Gender	0.168	0.931	0.357
Age	0.018	1.897	0.065
Title or Position	-0.217	-1.762	0.085
Organization Name	0.043	0.882	0.383
Citizenship Fatigue	0.240	1.918	0.062
Challenge Hindrance stressors	0.097	0.822	0.416

Dependent Variable: Psychological Well Being

Table 4: Moderation analysis

	B	t	Sig.
1 Gender	0.025	.227	0.821
2 Age	0.174	1.538	0.126
3 Highest Qualification	-0.084	-0.997	0.321
6 Citizenship fatigue	0.388	1.002	0.626
7 Psychological well being	-0.144	0.329	0.743

Dependent Variable: Psychological Well Being

## DISCUSSION

This study has featured the effect of Challenge-Hindrancel stressors on psychological well being. Effect of each stressor is different on different people. It is up to the employees whether they are taking the stressor as opportunity or threat. When employees take it negatively it leads to effect citizenship fatigue which increases as the challenge hindrance stressors within organization increase too. With the mediating role of Citizenship Fatigue the effect can be seen on the psychological well being because the mediator always explains the relationship between the independent variable and dependent variable.

Moderator is available too which is citizenship pressure. Basically, if challenge hindrance stressors

exist within organization and there is also citizenship pressure by the managers or executives then it leads to an increase in the citizenship fatigue and as a result then it badly affects the psychological well being of employees.

Previously relationship of challenge hindrance stressors was seen as positive relationship but we discussed its negative effects in our paper because now numerous employees take hindrance stressors as a threat. They are always afraid of losing their jobs, workplace needs to be a happy and active place rather than a horror movie.

By investigating different jobs in many organizations, it was showed that challenge stressors worked as positive energy while hindrance stressors gave negative energy and all in all they majorly affect the psychological well being of employees. When employees were given with challenge, they took it as motivation to work for it and when they would accomplish the task the feeling of accomplishment boost their energy that much, they felt satisfied and happy creating happy work memories while when they were faced with hindrance stressors, they felt frustrated and the feeling was enough to make them lose their synergy for the rest of the day for any work.

These discoveries are promising, particularly when taking into account that researchers of challenge-hindrance stressors have looked into the work schedule of the employees with the free time they are given and it was showed that every employee was either highly stressed which in return made him feeling frustrated with his job and it was affecting his ability to think good about the situation making it the worst possible situation for him to work. But the good thing about employees was that they had freedom of speech and it was clearly showed in our questionnaires. They filled it according to their own opinions; there was no pressure from our side. We did not force anyone to fill the questionnaire, they all took it voluntarily and found it a source to give their point of view about increasingly stressing workplace conditions, requirements and environment where they have to do work more than what was assigned to them in their job description. Employees are being exposed to stress at workplaces.

With this investigation we can say that to keep the employees highly satisfied with their jobs they should be assigned more challenge works rather than hindrance stressors and it will definitely change the environment of the organization.

## CONCLUSION

The principal goal of this investigation was to develop comprehension of the connection between Challenge-hindrance stressors and psychological well being. The points of view of hypothesis and other related speculations were connected to additionally build up our comprehension of the connection between Challenge-hindrance, citizenship fatigue and psychological well being. Then also the moderating role of citizenship pressure is being developed.

Second, our information was gathered in Multan, Kabirwala, Karachi, Layyah and Lahore Pakistan. Our findings provided us the evidence that employees do not like the citizenship pressure because it leads to citizenship fatigue and then their psychological well being is affected negatively. Regardless of whether this research is just a drop in the sea, this study will urge different researchers to keep on expanding the learning of these ideas or related ideas in other social settings.

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